MGNT 4660: Strategic Management  
Fall Semester 2012
Sec. # N01 On-Line  

Instructor: Kim Green, Ph.D., CFA  
Office: Business Building 2319  
E-mail address: kgreen@westga.edu or through CourseDen  

Office hours: Mon & Wed: 9:00a – 12:30p  
& 1:50p – 3:30p  
or other by appointment  

PREREQUISITES: ECON 3402, FINC 3511, MGNT 3600, MKTG 3802

COURSE DESCRIPTION: This course introduces the student to the concepts, theories, problems, issues, and techniques of strategic management. It is designed to equip the student to analyze and respond effectively to complex, real-world challenges that managers face as they make decisions about a business’ strategy. The course covers the analysis of external environmental changes, internal organizational governance and resource allocation mechanisms, and competitive positioning in the formulation of a strategy to create a position of sustainable competitive advantage. The course focuses on the job, perspective, and critical skills of the general manager.

COURSE OBJECTIVES: The major objective of this course is to give students the opportunity to analyze complex business situations and require them to integrate their knowledge of all areas of business. The course helps students to learn the concepts and issues associated with the strategic management of an organization and to hone analytical skills in integrating knowledge of the functional areas of business in order to more fully understand the role of an upper-level manager. While the course is practically oriented, theory is used as the basis for good practice. Specific learning objectives for the course include:

1. To develop your capacity to think strategically about a company, its business position, how it can gain sustainable competitive advantage and formulate plans to ensure organizational viability. (BBA 4, BBA 6)
2. To develop skills using strategic and functional level analytical tools in a variety of companies and industries to facilitate the development and implementation of effective business strategy. (BBA 2, BBA 4)
3. To integrate and synthesize knowledge gained in business core courses into a comprehensive approach to managing a multifunctional business organization. (BBA 4, BBA 6)
4. To organize and present strategic and operational information appropriate to professional standards and practices. (BBA 1, BBA 3)

The course will use a combination of textbook content, explanations and exercises posted on-line, case studies of actual corporations, class discussion boards, team project, and examinations to accomplish these objectives.

COURSE MATERIALS:

The textbook is accessible using this course URL which is unique for our class:
http://students.flatworldknowledge.com/course?cid=986751&bid=684011

If the URL doesn’t work for any reason, simply go to students.flatworldknowledge.com and find the class using the instructor’s name, the course name, or the university name to find the book.

Required Simulation: GLO-BUS Strategy Simulation. Registration fee of $42.95 through www.globus.com. You will need a team-specific registration code provided by the instructor in order to register. Instructions for accessing the simulation will be provided in class.

Articles and Cases: The cases are posted on CourseDen as noted below. Articles are available through the library on-line. To access the articles, go to the library main webpage. On the right hand side of the page choose “Articles”. Then, choose “Find a Journal.” In the search box, type the name of the journal (i.e., the periodical) that contains the article you need – all of the articles are in Harvard Business Review. [Type the journal name, not the article name, here.] The search results should return a list of
databases through which you can electronically access the journal you need. Choose an option that includes the date you are looking for. If you are accessing the databases from off-campus, you will most likely need the Galileo password – the library website leads you through the process for this (you’ll need your UWG id number). Once you click on a database and enter the Galileo password, you should see a list of the available issues for that journal. Choose the date of the issue you need (the issues are in date order).

(1) The “Method” case (“Entrepreneurship and Innovation at Method”) will be posted on CourseDen. 
(4) The Green Propulsion case will be posted on CourseDen. 

CourseDen: Throughout the semester, announcements and assignments may be posted on CourseDen. Students should check CourseDen frequently.

COURSE STRUCTURE

The content material for the course is organized into five modules or units. The first unit will get you started with the set-up of the course. The textbook chapters are distributed across Units 2 – 5 as follows:

Unit 1: Introduction
Unit 2: What is Strategy? – Chapters 1 and 5
Unit 3: SWOT and Strategy Formulation – Chapters 2, 3, and 4
Unit 4: Competition, Cooperation, and Corporate Strategy – Chapters 6 and 8
Unit 5: Organization Design and Governance – Chapters 9 and 10

There is a separate folder on CourseDen for each unit. Each folder contains a checklist for the unit that identifies all of the work you should complete for that unit. The PowerPoint files, cases, articles, and any videos posted for you will be included in the appropriate unit folder.

COURSE EVALUATION

COURSE EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Points</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-Term Exam (Chapters 1, 2, 3, 4, 5)</td>
<td>250</td>
<td>25%</td>
</tr>
<tr>
<td>Final Exam (Chapters 6, 8, 9, 10)</td>
<td>250</td>
<td>25%</td>
</tr>
<tr>
<td>Simulation Team Project:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Simulation Score (a team grade, adjusted for participation)</td>
<td>170</td>
<td></td>
</tr>
<tr>
<td>II. Individual Components</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Simulation Quiz 1 (covering the Glo-Bus mechanics)</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>(2) Simulation Quiz 2 (covering financial performance metrics)</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>(3) Individual Written Report</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>Total Simulation Points</td>
<td>350</td>
<td>35%</td>
</tr>
<tr>
<td>Discussion Board Posts (25 points per assignment x 4)</td>
<td>100</td>
<td>10%</td>
</tr>
<tr>
<td>RCOB Field Exam</td>
<td>50</td>
<td>5%</td>
</tr>
<tr>
<td>Total Course Points</td>
<td>1000</td>
<td>100%</td>
</tr>
</tbody>
</table>

DETAILS ABOUT ASSIGNMENTS

EXAMS: There will be a mid-term exam given on October 10 and a final exam given during the scheduled final exam period on December 5. [For the purpose of scheduling the exams, this course is designated as a M/W 7pm course.] Both exams will be given in a proctored classroom in the RCOB building and require that students be present in the classroom to take the exam. The exam format will
typically consist of some combination of multiple choice, problems, short answer and/or essay questions. The exam questions will cover material from the textbook, cases, articles and unit exercises.

Students for whom attendance at the in-class exam periods presents an insurmountable challenge (e.g., living a far distance outside of the Carrollton area) should contact the professor at least two weeks prior to an exam to make arrangements for completing the exam at another proctored location.

Make-up exams will be given only in the event of a university-accepted documented circumstance (including, for example, illness, required participation in University-sanctioned function, religious holiday, death in the family). In the event of a university-sanctioned activity, written and verifiable notification of the activity must be provided and validated by the instructor at least 72 hours prior to the scheduled exam. In the event of a medical absence, a written and verifiable note stating that you were physically unable to take the exam as scheduled must be presented to the instructor no later than 72 hours after the exam. Other hardship cases will be considered with acceptable notification.

SIMULATION TEAM PROJECT: During the semester, each student will participate in a simulation project (either working alone or in groups of 2 – 3 members) managing a company in the Glo-Bus Strategy Simulation. Companies in the simulation are competitors in the digital camera industry. Students can choose teams, or the instructor will assist in forming teams based on information provided by each student on the Student Data Form. This Student Data Form is included in the Unit 1 folder on CourseDen and should be completed and submitted electronically by Friday, August 24. Once the teams have been formed, each student will be given a registration code to sign-up to participate in the simulation (register at www.glo-bus.com). You will not be able to register without your individual code.

The simulation will begin with two practice rounds which are not graded. There will then be eight rounds of decisions that are used in computing the grade for the simulation. Each decision period covers a year for the company you are managing. Because you are given five years of historical performance information, the eight decision rounds are designated as Year 6 through Year 13. During the specified weeks of the course, one simulation decision will be due each week by Friday at 6 pm. These deadlines are noted in the Course Schedule at the end of this syllabus.

So that students have a chance to see how their simulation experience relates to actual business practice, each student will also choose a real-world digital camera company for analysis. An environmental assessment and performance analysis for this company will be included in the report due at the end of the semester. Members of the same Glo-Bus team do not have to choose the same real-world company. Choose one of the following companies: Casio (www.casio.com), Fujifilm (www.fujifilm.com), Kyocera (global.kyocera.com/company/), Leica (www.corporate.leica-camera.com), Minolta (www.konicaminolta.com), Olympus (www.olympus-global.com), Panasonic (www.panasonic.com), Ricoh (www.ricoh.com, makes Pentax cameras), Samsung (www.samsung.com), Sony (www.sony.com).

Grades will be assigned for the performance in the on-line simulation, two on-line quizzes, and the individual’s final report. Note that each team member will evaluate the other team members at the end of the project. These peer evaluations should reflect the contributions of each team member. Based on the peer evaluations, appropriate adjustments to individual grades for the on-line simulation will be made where necessary. In some cases, these adjustments can be severe. I urge the teams to decide, at the beginning of the project, what will be an acceptable level of contribution, and I encourage each individual to contribute your share to the team project. Your participation in the simulation project is your responsibility, not your team’s responsibility.

Details of the simulation project assignments are provided below:

On-Line Simulation Grade (170 points): The simulation grade will be based on the team's performance in its Glo-Bus industry. Each industry will consist of either eight or twelve companies/teams (depending on the number of teams in the class). The Glo-Bus system calculates a score for each team based on performance factors such as the company's profitability and return on equity. This Glo-Bus score will be the team's grade unless the score falls below a pre-set floor grade. The floor grade will be based on the team's rank in the industry at specified times (i.e., decision years) during the simulation. The team will receive the higher of the two scores: the score calculated by Glo-Bus or the floor score. For
example, the floor grade for the lowest ranked team in the industry will be 72% (a "C") or 123 points out of 170 points. If, however, the lowest ranked team earns a Glo-Bus performance score of 85%, then that team’s grade would be 85% or 145 points out of 170 points. The floor grade for the highest-ranked team in the industry is 100% or 170 points. If, however, the highest-ranked team earns a Glo-Bus performance score of 105%, then that team’s grade would be 105% or 179 points. Additional details regarding the grading plan are provided in the Unit 1 course introduction slides.

Simulation Quizzes (2 quizzes, 30 points each): Within the Glo-Bus system, there are two quizzes scheduled. Quiz 1 covers the mechanics of the Glo-Bus system. Quiz 2 covers the mechanics of financial performance reporting and the use of financial reports as feedback for strategic decisions. Each student should complete these quizzes individually. These are open-note quizzes, meaning that you can use the Glo-Bus description information and the help screens while completing the quizzes. There is a system-imposed time limit for each quiz. The deadlines for completing each quiz are shown in the Glo-Bus system and on the Course Schedule at the end of this syllabus.

Individual Report (120 points): Each student will prepare an Executive Summary package. This assignment will be written individually, and the grade will be assigned individually. This package will include:
(a) Executive Summary that includes (i) a report of your simulation company’s strategy and performance and (ii) a report of your real-world digital camera company’s strategy and performance. This report should not exceed 2 to 2 ½ single-spaced pages. This page limit includes only the text part of the report; the tables that will be attached to the report are additional pages.
Part (i) should address the following questions, with the bulk of the discussion devoted to the performance and strategy:
(1) Explain your simulation company’s financial performance over the 8-year period. (Make references to the table that shows the financial results.)
(2) What strategy did your firm pursue? What about that strategy was effective and what was ineffective? If you participated in the simulation again, what would you do differently and why?
(3) How has the simulation helped you improve your understanding of and ability to interpret and analyze the strategy and performance of actual businesses? This will be a brief paragraph.
Part (ii) should address the following elements for the real-world camera firm:
(1) Overview of the firm and its position in the industry (size of the firm, age of the firm, location, subsidiaries, products, markets served, etc.). Description of key resources and capabilities.
(2) Identification of key trends in the external environment.
(3) Major strategic issues the company is facing and actions they are taking.
(b) A table of your simulation company’s financial results. Prepare (i.e., type) this table yourself from data available within the Glo-Bus system. Do NOT merely print the graphs or tables prepared for you by the Glo-Bus system. Include not only the five metrics that Glo-Bus used to rank the teams each week, but also items that are typically important in financial statements (e.g., revenues, total expenses, specific expenses relevant to your strategy, debt level, etc.) and percentage changes in these items from year to year.
(c) A table summarizing the real-world camera company’s financial performance for the preceding four years. Include key performance indicators such as revenues, net income, debt, and stock price and others that you think are important. Prepare this table yourself from data available in the company’s publicly available financial reports. If your company’s financial reports are denominated in currency other than U.S. dollars, do not convert to dollars. Simply report the results in the currency as given, making sure that your table indicates what currency is being used.
(d) For your real-world company, include a copy of the most recent CEO’s letter from the annual report or Strategy summary from an annual regulatory filing (such as the SEC 10-K). Underline (or highlight) ten statements or points in this letter that relate to topics discussed in this course this semester. Indicate in the margin the specific topic from class that the point illustrates (e.g., “power of suppliers in the industry”, “economic sector of the external environment”, “core competency as an internal strength”).

DISCUSSION BOARD PARTICIPATION (4 sessions, 25 points each): There will be four discussion board sessions during the semester. Each session will be worth up to 25 points. Each discussion board will open on a Wednesday morning during the scheduled week and will close at midnight on Friday of that week. The dates for these posts are specified in the Course Schedule as the end of this syllabus.
During the discussion board posting period, students are required to (a) post comments, analysis, thoughts, and reactions to questions specific to the unit and (b) post a response, reaction to, or comment about at least two posts made by other students. You will likely need to return to the discussion board more than once during the open window in order to post your comments about other students’ ideas. The questions that will begin each unit’s discussion are included in the checklists that accompany each unit.

These posts will be graded for (a) participation, accuracy and detail in your answers, and (b) the thoroughness, depth of insight, courtesy, and professionalism of your responses to the posts made by other students. The highest scores will be earned by students who identify important themes in the discussion, tie together several comments, and connect the discussion directly to the content material either covered in the current unit or building on previous units.

**RCOB ASSESSMENT EXERCISE (FIELD EXAM):** During the final exam period after you complete your final exam, you will complete the college field exam. This exam consists of approximately 60 multiple choice questions and will be administered in one of the college computer labs. The exam questions cover each of the business subjects or functions (e.g., accounting, economics, management, etc.) Assessment exercises are conducted each semester in order to assess if the college is teaching the concepts that are considered fundamental to business education and if this teaching is effective in helping students master the concepts. Assessments are part of the MGNT 4660 course because all of the prerequisite courses leading up to MGNT 4660 will have covered those business fundamentals for the various business disciplines. As part of the MGNT 4660 grade, students will receive full credit for this exam by completing it, provided that their effort demonstrates that they took the assignment seriously.

**FINAL GRADE FOR THE COURSE**
The final grade for this course will be assigned on the basis of total points earned. There is no adjustment for trends over time (either positively or negatively). Final Grades will be assigned based on the following distribution:

- A 900 to 1000 points
- B 800 to 899 points
- C 700 to 799 points
- D 600 to 699 points
- F 599 points and below

**COURSE POLICIES**

**DEADLINES:** No late assignment will be accepted unless the student notifies the professor in advance or, in the event of an unforeseen emergency, immediately after the assignment was due and provides a legitimate reason (as determined by the instructor).

**ACADEMIC INTEGRITY:** At the University of West Georgia, we believe that academic and personal integrity are based upon honesty, trust, fairness, respect and responsibility. Students at West Georgia assume responsibility for upholding the honor code. West Georgia students pledge to refrain from engaging in acts that do not maintain academic and personal integrity. These include, but are not limited to, plagiarism*, cheating*, fabrication*, aid of academic dishonesty, lying, bribery or threats, and stealing.

Definitions:
- Cheating – “using or attempting to use unauthorized materials, information or study aids”
- Fabrication – “falsification or unauthorized invention of any information or citation”
- Plagiarism – “representing the words or ideas of another as one’s own. Direct quotations must be indicated and ideas of another must be appropriately acknowledged.”

The basic principle of academic integrity is that students take credit only for ideas and efforts that are their own. Behavior outside that guideline is prohibited. Without truthfulness, honor, and responsibility we cannot earn the trust and respect of others. Furthermore, we recognize that academic dishonesty detracts from the value of the college degree. Therefore, we shall not tolerate academic dishonesty.
Academic dishonesty in any form will be pursued to the fullest extent allowed by the University and College regulations.

DISPUTES: If you feel your grade on an assignment is inaccurate, you may return the assignment or exam for re-grading. Please employ the following process: Type all comments on another sheet and turn it in to me within three days of the assignment’s return to you. Your request for re-grading must clearly indicate why you believe you deserve a higher grade. I will not discuss the problem with you until it is put into a written request. Reviews can lead to either an increase or decrease in total points.

PERSONS WITH DISABILITIES: The University and the instructor are committed to providing equal educational opportunities for all students. The University provides, on a flexible and individualized basis, reasonable accommodations to students who have disabilities. Students with disabilities needing academic accommodation are encouraged to:
1. Register with and provide documentation to the coordinators of Disability Services in the Student Development Center
2. Present a letter to the instructor indicating the need for accommodation and what type. During the first or second week of class, students must present a letter to the professor stating that the disability has been documented and requesting specific accommodations. Additionally, it is the responsibility of the student to give the professor one week’s notice prior to each instance where an accommodation will be needed.

It is expected that students will follow the policies and procedures of Student Disability Services. Further details regarding student disabilities can be found in the Student Handbook.

SYLLABUS CHANGES: This syllabus provides a general plan for the course. The instructor reserves the right to make changes to the syllabus plan as necessary. Changes will be announced through CourseDen.
<table>
<thead>
<tr>
<th>Week</th>
<th>Simulation Decisions</th>
<th>Other Simulation Assignments</th>
<th>Discussion Boards</th>
<th>Exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug 20-24</td>
<td>Student Data Form due Fri, Aug 24 (submit in CourseDen)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Aug 27-31</td>
<td>[Glo-Bus registration codes available for you on CourseDen]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Sep 3 – 7</td>
<td>Practice round #1 by Fri, 6 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Sep 10-14</td>
<td>Practice round #2 by Fri, 6 pm</td>
<td>Unit 2 Wed, 8am – Fri, midnight</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Sep 17-21</td>
<td>Decision 1 (Yr 6), by Fri 6 pm</td>
<td>Quiz 1 in Glo-Bus, due by Fri, 6 pm</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Sep 24-28</td>
<td>Decision 2 (Yr 7), by Fri 6 pm</td>
<td>Unit 3 Wed, 8am – Fri, midnight</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Oct 1-5</td>
<td>Decision 3 (Yr 8) by Fri 6 pm</td>
<td></td>
<td>Mid-Term Exam (covers Units 2 and 3) Wed Oct 10th, 7 pm – 8:20 In Classroom RCOB 2201</td>
</tr>
<tr>
<td>8</td>
<td>Oct 8-12</td>
<td>Decision 4 (Yr 9), by Fri 6 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Oct 15-19</td>
<td>Decision 5 (Yr 10), by Fri 6 pm</td>
<td>Quiz 2 in Glo-Bus, due by Fri, 6 pm</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Oct 22-26</td>
<td>Decision 6 (Yr 11) by Fri 6 pm</td>
<td>Unit 4 Wed, 8am – Fri, midnight</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Oct 29 – Nov 2</td>
<td>Decision 7 (Yr 12), by Fri 6 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Nov 5 – 9</td>
<td>Decision 8 (Yr 13), by Fri 6 pm</td>
<td>Unit 5 Wed, 8am – Fri, midnight</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Nov 12-16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Nov 19-23</td>
<td>THANKSGIVING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Nov 26 – Nov 30</td>
<td>Individual Written Report due Thurs, Nov 29 by 8 am (submit by e-mail)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finals</td>
<td>Dec 3 - 7</td>
<td>(1) Final Exam covering Units 4 and 5 and (2) RCOB Field Exam Wed, Dec 5, 8 pm-10:30p In RCOB classroom (room to be announced)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

Units 2 & 3
- Vision and Mission
- Resource Based View (RBV) for Internal Analysis
- External Analysis of General Environment and Competitive Environment (Five Forces)
- Firm Performance
- Generic Business Strategies
- Value Chain Analysis

Sources:
Chapters 1 – 5
Articles: Pixar
Case: Method

Evaluate the appropriateness of a firm’s business-level strategy and competitive tactics based on an analysis of the firm’s external and internal environments.  

Mid-Term Exam

Units 4 & 5
- Diversification
- Mergers, Acquisitions, Alliances
- Restructuring
- Globalization / International Strategy
- Organization Structure and Controls
- Sustainability
- Corporate Governance (Boards of Directors)

Sources:
Chapters 6, 8, 9, 10
Article: Blockbuster (How I Did It)
Case: Green Propulsion

Identify corporate-level strategies and the conditions under which each is most effectively used. Explain how firms are governed, led, and structured so that strategic actions and growth are controlled, ethical, and supportive of sustained competitive advantage.

Final Exam

Simulation
- Glo-Bus Simulation, quizzes, and paper

Integrate knowledge from all business functions into a comprehensive framework to support effective strategic decision-making. Use the terminology of corporate strategy correctly and communicate about strategic management concepts so that an informed audience can use the information to support decision-making.

Simulation

Ultimate Learning Objectives
To develop your capacity to think strategically about a company, its business position, how it can gain sustainable competitive advantage and formulate plans to ensure organizational viability. (BBA 4, BBA 6)
To develop skills using strategic and functional level analytical tools in a variety of companies and industries to facilitate the development and implementation of effective business strategy. (BBA 2, BBA 4)
To integrate and synthesize knowledge gained in business core courses into a comprehensive approach to managing a multifunctional business organization. (BBA 4, BBA 6)
To organize and present strategic and operational information appropriate to professional standards and practices. (BBA 1, BBA 3)